Dorr and Hopkins Township Libraries

**Library Director Evaluation - Dorr Township Library Board, June 24, 2020.**

The Dorr Township Library and Hopkins Township Library Boards of Trustees will conduct a formal, written evaluation of the Library Director at the end of each fiscal year.

**Purposes of the Performance Evaluation**

* To provide the director with a clear understanding of the board’s expectations.
* To ensure the director and the board are aware of how well the expectations are being met.
* To serve as a formal vehicle of primary communication between the board and the director.
* To identify the board’s actual concerns so that appropriate action can be taken.
* To demonstrate sound management practices and accountability to municipal officials and the community.

**Expectations and Evaluation**

Directors are held accountable to many varied and sometimes conflicting constituencies. The board and the director must recognize these groups and acknowledge the relationship with each one:

* The general public
* Elected officials and the appointed governing officer, who supervises other municipal departments
* The library staff members who have diverse personal expectations for their director
* Public pressure groups who exert pressure on the director to respond to their concerns
* Friends of the Library groups
* Individual members of the board of trustees who have personal priorities for the library and the director

Good communication, public relations, a written plan and clear policies will all help the board and director to deal with any conflicting expectations. The evaluation method and process can be designed to include input from all these groups, but the final responsibility rests with the board.

**Definition of Rating Terms**

**5: Outstanding:** The Director’s performance is exceptional in comparison to expectations.

**4: Highly Effective:** The Director always meets and frequently exceeds performance expectations.

**3: Effective:** The Director consistently meets performance expectations and performs in a professional and competent manner.

**2: Needs Improvement:** The Director meets only minimally acceptable levels of performance; the Director requires extra direction from Library Trustees.

**1: Unacceptable/Needs Substantial Improvement:** The Director does not meet performance expectations, even minimally acceptable level; the Director requires significant extra direction and/or constant supervision from Library Trustees. Need for immediate and significant improvement.

**0: N/A:** Not applicable to this situation

Ranking Per Section

1. Preparing and Managing the Budget \_\_2.1\_\_\_\_
2. Managing the Staff \_\_\_2.0\_\_\_\_\_\_\_
3. Community and Professional Responsibilities \_\_\_2.9\_\_\_\_\_
4. Collection Development \_\_\_2.7\_\_\_\_\_
5. Implementation of Board Decisions \_\_\_\_1.8\_\_\_\_\_\_
6. Use of the Library \_\_\_\_2.9\_\_\_\_\_\_
7. Selection and Utilization of Staff \_\_\_\_\_2.6\_\_\_\_\_
8. Maintenance and Construction of Physical Plants \_\_3\_\_\_\_\_\_
9. Establish Priorities \_\_\_2.2\_\_\_\_\_\_\_\_\_

**Overall Ranking: \_\_2.5\_\_\_\_**

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| Comments regarding full evaluation |
| The board has become more involved in the operations of the library in the past year to help support the passing of the millage. During this time, the board members have identified discrepancies in the job performance of the director since the previous evaluation in March of 2019.  A major concern with the director is her failure to take her accountability to the board seriously and fails to understand the importance of a good working relationship with the board.  The director sees the board as little more than a four (4) year revolving nuisance. Multiple justifications/excuses implying her knowledge and education supersedes board decisions confirm a lack of administrative skills and understanding of her role with the board.  Director fails to take responsibility for her actions and errors. Empty apologies for mistakes and incomplete budget at most meetings.  The director does have a good knowledge of and enjoys developing programs for the library.  Response: Now that the millage has passed and that weight is taken off all of our shoulders, I looked forward to working toward improving the relationship between myself and the board. |

**Please rate the Library Director in the following areas using the above scale 5 (highest) to 1 (lowest) or N/A (Not Applicable) where appropriate:**

1. **Preparing and Managing the Budget**

\_\_2\_\_\_ Necessary work is completed in a timely manner prior to present to the Board.

\_\_2.5\_\_\_ The budget covers all necessary expenses.

\_\_2.75\_\_\_ Funds are allocated or reserved for unanticipated contingencies.

\_\_2.5\_\_\_ Funds are effectively allocated.

\_\_2.25\_\_\_ Adjustments to budget are done no more than twice during the fiscal year.

\_\_\_3\_\_ ARIS (August) and State Aid (October) reports are accurate and complete and submitted to Library of Michigan in a timely manner.

\_\_1.25\_\_ The budget formatting is clear, legible and accessible to the general public.

\_\_2.5\_\_\_ Other funding sources are explored and applied for as appropriate.

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| Comments regarding above section: |
| Director lacks a strong foundation as to how and when large monetary appropriations are  received by the library. Planning or better understanding would eliminate last minute corrections which continue to be a monthly issue at board meetings.  Paperwork is mostly complete by each meeting. There are continuously one or two items that are either not included or not complete. There are regular errors. The director does not feel there is an issue to move monies from one account to another on a regular basis. When budget questions are asked by board members, sufficient answers are rarely received. The answers that are received are vague without specifics.  **Budget training for the director is highly recommended.**  Budgets are regularly not complete or fully accurate. Oversite is often present about costs that have been forgotten and funds/line items that have been moved without clear/full descriptions of what was done and why.  Response: I will do my best to be more specific during board meetings and to present clearer information for everyone to understand better. I am currently looking to library specific budget training through our cooperative and if nothing is available I will expand my search. |

**Ranking for Preparing and Managing the Budget \_\_2.1\_\_\_**

1. **Managing the Staff**

\_1.9\_\_\_\_ Positive management/staff relationships are maintained.

\_\_1.75\_\_\_ Fair and equitable policies are proposed for board adoption and then fairly administered.

\_\_1.5 \_\_\_ Personnel complaints are handled appropriately.

\_\_\_2.4\_\_ Staff morale and loyalty to the organization is developed and maintained.

\_\_2.\_\_\_ Develops and executes sound personnel procedures and practices.

\_1.9\_\_\_ Delegates authority to members appropriate to the positions each holds.

\_\_2.25\_\_\_ Recruits and assigns the best available personnel in terms of their competencies.

\_\_2.\_\_\_ Director adequately justifies the need for staff development funds, actively campaigns for such funds and adequately accounts for the use of such funds.

\_\_1.65\_\_\_ Cross-training is utilized to provide adequate service to the public.

\_\_2.4\_\_\_ The director evaluates the performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.

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| Comments regarding above section: |
| Budget and millage concerns overshadowed the staff evaluations in Sept/Oct. 2019. The director failed to update the board of these evaluations. At the very least the board would have recognized the staff for their hard work and dedication with a promise to consider salary increases when possible at the recommendation of the director. The director failed to deal effectively with the staff regarding difficult library decisions and existing staff issues. Cross training of the staff had to be recommended/reminded at several board meetings.  The board has requested the director cross train employees on multiple occasions. This training has not occurred yet. The director makes personnel decisions that the board does not support or is aware of. The director has actively worked to create a hostile work environment between the employees and board members  The director continues to look to rehire an employee who had several complaints from patrons and staff, broke confidentially, and had major attendance issues.  Director regularly influences negativity about the board to employees and embodies a culture of negativity towards the board. Several complaints over the past year have been handled inappropriately (with patrons and staff). She fails to match the strengths/abilities of the staff and cross train people regardless of the board requesting/demanding her to do so multiple times.  Response: Now that millage concerns are over with and we are back open, more opportunities to cross train are available. I did some customer service training while closed, which worked okay, but my attempt to cross train on how to use and edit our website was harder to do by electronic means. I decided to instead concentrate, while closed, on training the staff on how to use and upload content to our new Readsquared app (in-person, online training was provided by their expert trainers) and Hoopla (training videos were provided to view). All staff viewed them, and this training is considered completed. When returning to the library training revolved around preparing staff on how to deal with Covid-19 procedures, including how and when to wear a mask and other PPE equipment, how to make cleaning solutions, how and when to clean pre-opening to the public, how and when to clean post-opening to the public, how to handle incoming material and out-going material, curbside procedure, and re-opening to public procedure. I did not include these in the matrix as it is less cross training and more state mandated training that is required for all staff in nearly every industry. I did begin cross training week and one staff member has finished the initial training in original cataloging. Last week one of the staff members did initial training for another staff member in copy cataloging. I have taken over the rest of the training in all the areas requiring training as shown on the cross training chart provided in the link below. I look forward to the opportunity to continue to improve staff knowledge in these areas and others as they present themselves.  <https://docs.google.com/spreadsheets/d/1eJK25BBZCmyfKes8jMJe_mi3b2if3hugkfLqkS9u4sc/edit?usp=sharing> |

**Ranking for Managing the Staff \_\_2.0\_\_\_\_\_**

**3. Community and Professional Responsibilities**

\_\_2.67\_\_\_ Innovative methods of service delivery and technical processes are studied thoroughly.

\_\_2.5\_\_ Innovations are implemented only after they fit the needs of the institution and are proven to be cost effective.

\_\_3.25\_\_ The director maintains an adequate knowledge of current library science practices.

\_\_3.25\_\_\_ Staff are encouraged to maintain an awareness of technological advances in the profession.

\_\_2.9\_\_\_ The director gains respect and support of the total community on the operation of the library.

\_\_2.12\_\_\_ The director maintains and effective press and media campaign.

\_\_3.25\_\_ The director keeps abreast of local, state and national library issues.

\_\_3.5\_\_\_ The director participates in local, state, and national library associations, when appropriate.

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| Comments regarding above section: |
| The director participates in multiple library associations that provide current library advances. Community outreach this past year included two millage attempts. Staff participated in Website training recommended by the director.  The director has worked collaboratively with the community groups, Friends of the Dorr Township Library, to support the millage campaign.  Director actively participates in various library associations which is beneficial and nice to see. However, her lack of innovation resulting from participation and presence (other than just attending) with these organizations is unclear. (i.e. she goes to the meetings, but the board has no true knowledge of her actively participating and it doesn’t seem like a whole lot of output occurs because of her participation except when it is to “block” board ideas/suggestions  In my director’s report every month, I will make sure to add more details about the associations and meeting. Also, now that the millage has passed we have the opportunity to make use of the innovation in the library community. |

**Ranking for Community and Professional Responsibilities\_\_2.92\_\_\_\_**

**4. Materials Collection Development**

\_3\_\_\_\_ Collection development policy is up to date.

\_\_2.5\_\_\_ Selection and weeding are policies systematically implemented.

\_\_2.9\_\_\_ Director determines user needs/wants and translates these into appropriate acquisitions and services.

\_\_2.25\_\_\_ Selection criteria have been established to enable the library to react systematically to changes in the budget.

\_\_2.75\_\_\_ The collection is current and reflects present community needs and interests.

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| Comments regarding above section: |
| The director maintains a current collection that meet the needs and requests of the community.  It is unclear how the director determines community needs and interests. Every time she has been asked it’s “based on a published list” put out by some library association (i.e. seems less based on the needs/wants of Dorr and more someone else determine broad interest)  Collection advances were put on hold in late 2019 due to the millage efforts, but she is working to re-establish the collection at this time.  Now that the millage has passed, the director indicated that the library will be searching out resources and materials for specific groups of patrons who frequent the Dorr Library.  Just to reiterate the last point, now that the millage has passed we have the opportunity to continue to purchase both the materials we know many patrons will want to read (many of which are on bestseller lists that we monitor often) as well as material suggested in our suggestion bowl. We can also now (with the millage passing) go beyond that and anticipate requested material that are of interest to smaller groups in our community before they have to suggest them as well as to seek out areas of interest in our community that we haven’t before been able to cater to. |

**Ranking for Materials Collection Development \_2.675\_\_**

**5. Implementation of Board Decisions**

\_\_1.9\_\_\_ Board decisions are implemented based on a timeline driven by the board.

\_2.12\_\_\_\_ Director keeps board up to date.

\_\_1.5\_\_\_ Director is objective in making necessary decisions.

\_\_1.75\_\_\_ Director is consistent in decisions that affect the staff and/or public.

\_\_1.25\_\_ Director fully and enthusiastically supports board decisions.

\_\_2.25\_\_\_ Adequate staff research is completed prior to presentation to the board.

\_2\_\_\_ Policy recommendations are necessary and appropriate to the efficient operation of the library.

\_2.12\_\_\_\_ Trustees are informed of new developments and important news reported in library correspondence and literature to provide them with the necessary background to make informed decisions.

\_\_1.5\_\_\_ Director sets and example for the staff through professional conduct, high principles, and a business-like approach.

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| Comments regarding above section: |
| Difficult decisions regarding the library and staff at the Oct. 2019 board meeting due to the failure of the August 2019 millage. An almost unrepairable situation at the Nov. 2019 special board meeting was due to a lack of communication and incomplete budget information from the director to the board and failure to follow the boards decisions. Director does inform board of new available services. Director recently developed new staff descriptions.  The director has blatantly disregarded the boards directives on more than one occasion. She continues to push her own agenda rather than what is good for the library and for the staff and board. She only provides information when is directly asked for it and does not volunteer more information that may be needed.  Director has undermined or gone directly against direction of the board multiple times in the past year. When questioned/corrected by the board there have been excuses and justifications (I.e. she never feels like she did anything wrong and very rarely accepts responsibility for her actions going against the board). The director is secretive and does not willingly share info with the board. It is obvious the director does not like or respect the board and does not want to embody a culture of teamwork even though we are on the same team with the same goals. This director is a poor example of leadership and professionalism to the staff, the board and the community.  Failed to get 2020 Millage post cards proofed per directive before mailing.  It was noted during the evaluation meeting that during the budget cuts and layoffs in 2019 not all communication about the specifics of the layoffs were clear to the director. The director stated she will expand on this in her written response to her evaluation.  There was a lot of confusion and miscommunication happening during this time. As there were committees making decisions then taking actions, I often feel as if I heard multiple things from multiple people in a very confusing way. Perhaps I can suggest that if decisions need to be made or things need to be proofed in the future, that these committees can meet shortly before board meetings so that recommendations can be made to the board as a whole and decisions can also be made as a whole. That way hopefully everyone is on the same page. I will of course strive to be better at communicating and getting proper information conveyed to staff about boar decisions and vise versa. |

**Ranking for Implementation of Board Decisions \_1.8\_\_\_\_\_**

**6 Use of the Library**

\_\_3\_\_\_ The director effectively communicates library services to the public.

\_\_2.75\_\_ A proper and realistic balance is maintained between promotion of services and budget constraints.

\_\_3.7\_\_ Circulation trends and in-house use are adequately analyzed.

\_\_2.25\_\_\_ Information about new services are effectively communicated to the public.

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| Comments regarding above section: |
| The director communicates library services using online sources, newsletter and information available inside and outside at the library.  The electronic newsletter, electronic sign and Facebook seems to be the only means of communication. The director should seek out new ways to communicate services with the community at large.  The director did (even though reluctantly) alter cost for crafts and projects when required to do so when the budget was cut before the millage passed. The director and staff did alter the types of projects to try and use donated and low-cost materials. Multiple times the director has been asked to create a “How to” pamphlet to explain some of the library services and how to access them and set up an account for use (e.g. Libby) and has yet to do so (or if she did it was not well advertised that it was available). Facebook is often updated which is nice.  While we strive to have these materials available in a timely manner to the public who come in regularly, I can work harder at informing the board when and where these materials are when the do become available. For example, a How-to for Libby has been available several months in the library before our closing, but I didn’t think to include that it was there in the director’s report. Again, I will strive to include more in my board report every month. |

**Ranking for Use of the Library\_\_2.9\_\_\_\_**

**7. Selection and Utilization of Staff**

\_\_2.75\_\_\_ Staff are aware of the separation of professional and clerical tasks and responsibilities.

\_\_2.75\_\_\_ Peak service hours have been identified and staff are deployed accordingly.

\_\_2.375\_\_\_ Staff selection is accomplished as appropriate supervisory levels and with adequate use of staff resources.

\_3\_\_\_\_ Adequate emphasis is placed on Equal Opportunity Employment/Affirmative Action

\_\_2.5\_\_ Selection process is designed to insure the selection of the best person for the job.

\_\_2.5\_\_\_ Functions are analyzed periodically with the objective of combining, eliminating and/or creating new positions.

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| Comments regarding above section: |
| Existing staffing processes are adequate. No new hire during this evaluation period. Budget cuts required service hours and staff cuts. Director filled the new schedule with current staff.  During cuts before the millage passed the director was asked to identify peak hours. What she chose had no solid rationale---it seemed based on per personal preference of not wanting to have staff working certain days. Staff is not properly cross trained despite being asked by the board to do this multiple time. The director has demonstrated poor decision-making skills in staff schedules, identification of staff skills and delegating tasks.  I feel as if I did my best given available staff and the cuts in the areas of cross training and during Covid-19 closure, but I will strive to do better. To better help us identify peak hours and operations with more solid numbers, I have asked Lakeland staff if it is possible to do an hour by hour analysis of checkouts once we are open to the public again. While this dynamic will change yet again in the light of Covid-19, it will give a more solid basis for analysis. I would suggest also asking the public via survey for the hours that they need the most in order to analyze days and times that we are not currently open. |

**Ranking for Selection and Utilization of Staff \_\_\_2.6\_\_\_**

**8. Maintenance and Construction of Building**

\_\_3\_\_\_ Buildings are grounds are adequately maintained within the imposed budgetary constraints.

\_\_3.\_\_\_ Director has an ongoing program that provides adequate information on the need for new and/or remodeled facilities.

\_\_3\_\_\_ New and/or remodeled facilities are functionally appropriate and aesthetically pleasing.

\_\_3\_\_\_ New and/or remodeled facilities are constructed within budget allocations.

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| Comments regarding above section: |
| Director has obtained shelving and tables at minimal to no cost that added to the function of the library. Outside maintenance is provided by the township.  The director appears to be handling maintenance issues fine although not always incredibly prudent in following up, things still do eventually get fixed. |

**Ranking for Maintenance and Construction of Building \_\_\_\_3\_\_**

**9. Establish Priorities**

\_\_2.125\_\_\_ Director’s recommended priorities are in concert with the library’s plan as defined by the board.

\_2.5\_\_\_ Priorities appropriately reflect community needs.

\_\_2.375\_\_\_ Priorities reflect advanced planning.

\_\_2\_\_\_ Director’s accomplishments reflect and relate to the short- and long-range plans.

\_\_2\_\_\_ Plans are updated on a continuous basis to reflect changing circumstances.

\_\_2.15\_\_ Director provides adequate information to the board on the implementation and revision of short- and long-term planning.

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| Comments regarding above section: |
| Strategic planning seminar was attended by two board members and director. Short term planning goals recommended. The director’s priorities became two millage attempts and library operations.  The board must directly ask the director about upcoming goals, plans and activities. The director does not show that much thought is considered when proposing new ideas to the board.  Long term planning does not seem to exist.  The director does not seem to manage time or multiple tasks well. She does not delegate tasks well and many things she spends time on could be done by someone else freeing her up to do the  “things only she can do” as she says. Her inexperience limits her ability to thinks long-term and adjust plans accordingly. The director is not fully forthcoming with plans when talking with the board (inexperience and inability to formulate a clear plan play a role here).  The director noted the need for strategic planning with the board, staff, and director all playing active roles in the planning and implementation. The director will follow up with Carol Dawe from Lakeland Library Cooperative to determine if support can be given to the Dorr Township Library.  I look forward to having the opportunity to do some strategic planning for the library along with the library board, library staff, and the community as a way to look toward a new future for the library. While it might not look the same in the Covid-19 environment of today as it will next year, with a strategic plan we will be able to set both short term goals that deal operate within a pandemic environment as well as long term goals that show the public that we hear them and are striving to make a library that they can be proud of. |

**Ranking for Establish Priorities\_\_\_2.2\_\_\_**